



Innovation Group

SCC ServiceNow Implementation for G Cloud 14



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1 Service Summary

Whether you're looking at the ServiceNow platform as a new business investment, a new product on your existing platform, or an integration with other business critical solutions, we can utilise our Professional Services to ensure success through effective deployments.

ServiceNow Products

We can implement any of the ServiceNow platform and product solutions from their most recent family release to achieve your desired business outcome. We will work with you to ensure your implementation is able to integrate with your core business critical solutions to maximise the collaboration and automation of business processes.

SCC Business: ServiceNow Intelligence

SCC are experts in the ServiceNow platform and product implementation, but more importantly we get to know you in depth, to ensure that your business objectives and strategy are achieved first time. We utilise this approach to deliver maximum value from the outset and for the future.

SCC Platform Options

SCC are a credible and proven ServiceNow partner, working with over 1,400 customers today. We can implement dedicated environments for your business use. We can also offer fully managed dedicated domains.

Key Benefits

Forward Thinking

SCC's goal is to enable you to implement your business operation on a platform that has been configured to not only best support your business strategy and objectives, but is delivered to schedule, to budget and to maximum efficiency from day one. When implementing your ServiceNow platform, products, and implementations, we ensure we implement them in readiness for your business operation now and create a design that fits with your future business strategy and objectives. Through ensuring we implement against your future, not as a point in time implementation, we make sure you maximise your investments in the ServiceNow platform.

Streamline Your Business Processes

Automated, consistent, and collaborative processes are the key to successful platform delivery. We use our architecture and design team to streamline your processes and drive business productivity up and cost down; without it being detrimental to the quality of your service.

Business Transformation

SCC's technology collaboration capability means that we can ensure your business implements the ServiceNow platform to fully integrate with other business solutions. The ability to collaborate with business critical solutions such as telephony, translation software, finance systems, active directory, discovery, and event management solutions, means that your business can transform the way in which you conjoin your departments and operations, which means transforming your business outcomes and experience.

Right Implementation Approach

Through our experience, we know that the way you approach your implementation is just as important as the technologies you implement. ServiceNow's size can result in unmanageable projects not returning the investments expected.

We have created this approach to implement the solution in a staged journey, building the foundations before extending into the full functional richness of the solution. This Foundation approach, ensure success early, and builds on the functionality you are investing in.

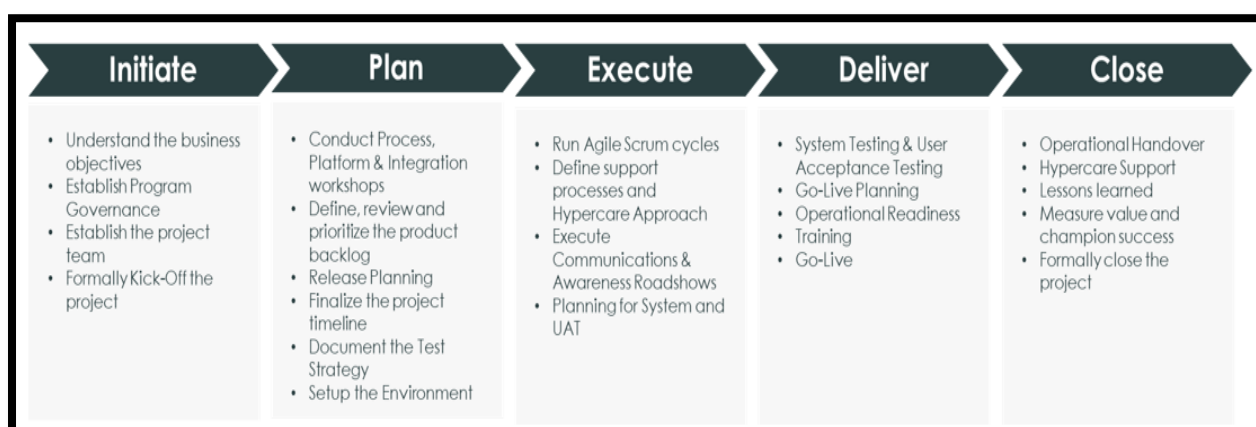
We believe that organisations should be able to quickly take advantage of their investment in ServiceNow, so we have developed a 'Foundation' approach for ServiceNow ITSM deployment. The 'Foundation' has a number of key components:

- Utilising the rich out of the box functionality – which we believe meets +80% of organisations ITSM needs.
- Configuration, not customisation.
- Focus on data: cleansed and ready to upload.
- Configuration of a defined, core set of functions as customer specific.
- A coaching partnership with our customers' administrators to enable self-configuration, speedier self-ownership and reduced professional service costs.
- A basis for future process and application maturity across the organisation

The Foundation covers a defined set of configuration and data activities, outlined below to enable the platform, self-service portal, service catalogue, request process, incident management, change management, problem management and CMDB.

With this approach customers are rapidly up and running with the new ITSM system and have a firm basis, providing rich functionality, for future process maturity and to be able to take advantage of future functionality provided through an easier upgrade process.

Our approach is supported by our tried and tested methodology, which, itself, is underpinned by a comprehensive set of project artefacts and data import sheets.



2 SCC ‘Foundation’ Principles

SCC’s delivery approach for Foundation ServiceNow implementations is underpinned by the following principles:

1. **Awareness and early access to platform functionality** – The project starts with a comprehensive overview of the ServiceNow platform and related application functionality, via a series of Awareness Sessions, which will demonstrate functionality and explain how the system works. In addition, early access to your ServiceNow instance will enable process and administrator stakeholders to become familiar with the user interface and process features, which will ensure that the process workshops are more effective and focussed.
2. **Requirements (Process and Platform) Workshops focussed on configuration deliverables** – The workshops will be focussed on specific configuration requirements for the relevant process areas, and against a pre-defined checklist of configuration areas.
3. **Guided Client Responsibilities and Preparation** – A critical success factor is the preparation by stakeholders of data and configuration requirements according to guidance and templates, which will be explained in the Requirements Workshops. SCC will provide templates, links to relevant preparation and training documentation, and checklists on items required for requirement definition.
4. **Early focus on data quality** – Having clean and fit-for-purpose reference data (Users, Locations, CMDB CIs etc.) is crucial to the system running smoothly and effectively in a production environment. SCC will advise on the best format and process to migrate reference data into ServiceNow.
5. **Out-of-the-box implementation** – For the initial implementation of any of the process applications (e.g., incident management) SCC starts with the premise that there should be little or no requirement for customisation and that any customisation brings risk and additional effort. Ideally, customisation should only be considered after the system has been live and evaluated in an operational capacity, which also removes the risk of initially “over-engineering” the system, resulting in re-work and complicating the upgrade path.
6. **Administrator Coaching** – SCC will provide coaching throughout the project to your administrators and process owners during the project planning and sprint cycles to ensure early exposure to the configuration interfaces. This is a fundamental aspect to the success of the project as it ensures early understanding, and it facilitates the handover of the system after Go-live.

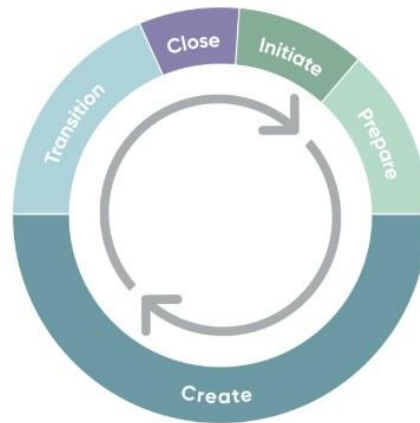
3 Example Scope Summary

Example: ITSM Foundation Scope

- Building a Foundation ServiceNow ITSM system:
 - Azure/AD/LDAP integration for user population, and authentication with Single Sign-On.
 - Email integration via a mailbox for outgoing emails (e.g., notifications from incidents and handling of responses to those emails – to attach to an existing incident)
 - Core data upload (Company, locations, departments, groups, group members).
- Configuring Foundation application functionality:
 - Self Service Portal – with your branding, imaging and logo, providing functionality for end users to log and track incidents, browse the knowledge base for self service solutions, request and track items from the catalogue or view announcements sourced from the service desk.
 - Incident Management process - configured with categories, priorities, close time, assign rules, templates, notifications, caller assets, resolution codes to support end to end management of IT issues.
 - Major Incident functionality - configured with automated MI triggers and communications plan.
 - Surveys – configured with questions and survey schedule.
 - SLAs – configured for 'Priority' with response and resolution targets.
 - Service Request Management – configuration of your most used catalogue items, including forms and request & approval processes.
 - Problem Management – configured with categories, priorities, properties and notifications.
 - Configuration Management (CMDB) – the starting point of your CMDB journey with Business Service definition and CI uploads from sources.
 - Change Management – configured with Normal, Standard and Emergency Change processes, maintenance and blackout schedules, approval policies, categories, templates, CAB workbench and closure codes.
 - Knowledge Management – configured with both end-user and internal (IT) knowledge bases, approval and retirement processes, knowledge uploads.
 - End-User to Agent communication provided through Workspace Chat
 - Reporting & Dashboards – key users coaching to enable self-creation of reports and dashboards.

4 Methodology (Standard ITSM)

The implementation is aligned to standard methodologies of ServiceNow (SIM). Therefore, the 5-stage approach, as depicted in the diagram below, will be used:



Each work stream will contain specific activities to support the need of the application suite being implemented.

4.1 Stage 1: Initiate

The purpose of the initiate stage is to get a clear understanding of the customer and the context within which the engagement will be delivered.

The initiate stage is used to prepare for communication needs, lay out the initial engagement timelines, and align goals and expectations.

The main outputs of stage 1 are:

- High-level project plan
- Customer Preparation Document
- Escalation plan
- Governance plan
- Kick-off agenda
- Kick-off presentation.

Using the Kick-off Presentation, the Project Manager formally starts the delivery effort with the rest of the teams/individuals assigned to the project.

This meeting is usually held on-site at the customer premises, and preferably includes all the customer and delivery participants, including any sub-contracted partners. The meeting outlines the customer vision and objectives, introduces the ITSM Implementation Method, provides a high-level engagement timeline and ensures everyone involved is aware of the official scope.

The Kick-off meeting also represents the end of the Initiate stage.

4.2 Stage 2: Prepare

The purpose of the Prepare stage is to understand how baseline ServiceNow ITSM functionality aligns to the customer's processes. It provides an understanding to the Customer of how ServiceNow ITSM is designed.

The primary purpose of this phase is not to seek to customise the ServiceNow ITSM toolset to meet specific customer requirements but instead to seek to adopt the out-of-the-box functionality as is, while being mindful that there are certain data configurations required to make it work in the customer's environment.

Because of this, the workshops will not include specific customisation requirements gathering, however if it transpires during the sessions that a customisation is going to be necessary for business alignment reasons, we will capture this on a product backlog for future development either via a Change Order (for this project) or in a future project.

Several workshop sessions may be scheduled depending on customer needs, the engagement schedule, and available hours. There are primary workshop types:

- Configuration Workshop to gather the technical requirements common to the ServiceNow
- Product/Process Familiarisation(s) to describe and demonstrate ServiceNow ITSM baseline functionality from a process perspective and discuss specific configurations that will be included.

The configuration work to be discussed and agreed in this phase will be documented as a set of Agile Stories, which include information about the business need, a description of the capability/configuration required, and acceptance criteria. (SCC will bring a set of baseline stories to the relevant workshops for review and approval). As mentioned above, customised Stories will be captured and added to a separate product backlog.

The Customer will review stories within their product(s) to order, or rank, the stories by importance or impact to the business outcomes and value. The purpose is to place the most important stories at the top of the ranked list so the project team easily and quickly understands which stories to move into the next sprint. Ranking also needs to consider stories that should be created together for continuity or stories that need to precede others for technical dependencies.

In the review stage, the Project Manager and Customer make sure that:

- Each story is well written with a persona, a functional desire, and a justification (As a WHO, I want WHAT, so that WHY)
- The input from the Customer is used to write the acceptance criteria for each story that will be used to measure when a story is complete and as the definition for unit testing
- After a story has been detailed with a well written description and acceptance criteria the story points are estimated. The Technical Consultant estimates the relative size of the story compared with other stories.
- Once stories have an estimated size, the story state can be updated from Draft to Ready.

- Upon start of the engagements, the estimation will have a larger variance between planning and delivery until the team gains experience.

Each story will be further discussed in the sprint planning that occurs in the Create stage, to include planning the time to design, develop, unit test, and sometimes document the delivered functionality.

This stage also takes the output of the workshops and finalises the stories and plans. This will support a strong definition of scope and supports the customer business objectives and value, while also fitting within the budget and timeline. As a validation point, the Project Manager will summarise the outcomes of all workshops delivered and provide a high-level view of the defined work to accomplish, including any impact of the estimated cost of the Create stage.

The Customer then provides their agreement of the direction and validates that it meets the business objectives and value expected. The Project Manager and the Customer Project Manager should address variances by adjusting the release scope or schedule, or by initiating a Change Order.

The project will progress on the agreement and commitment to the Statement of Work for Stage 3 and beyond.

4.3 Stage 3: Create

The purpose of the Create stage is to configure ServiceNow ITSM per the ranked stories and produce a functional solution that meets business objectives and value. The Create stage commonly begins when the Customer approves the scope and ends when either all release scope has been configured, or the approved timeline or budget dictates the end of data configuration work.

The configuration is done in sprints, time-boxed periods where SCC's consultants are delivering functionality to Customer. Each sprint cycle includes the design, configuration, and unit testing of stories. The sprints contain activities by SCC as well as by the Customer team. The work performed in each sprint creates a product the Customer can deliver to the business.

The value of using this framework is the rapid development and feedback it provides to validate or adjust the overall engagement project and expectations.

4.3.1 Planning

Sprint planning is the process of placing the highest ranked stories from a release into the next sprint, discussing the business functionality and acceptance criteria, and the development team committing to the completion of the story within the sprint timeframe. This session is led by the Project Manager and includes the Customer Process Owner(s), Customer Project Manager, Customer Platform Administrators and SCC Technical Consultants

- The first part of sprint planning moves stories from the top rank of the release into the sprint until the development team capacity is full. The Customer Process Owner(s) should be able to answer questions on desired business functionality and validate the acceptance criteria for the development team. With ongoing release backlog refinement, this is an efficient discussion and ensures all participants have the same understanding of the need and definition of "done" for each story.

- The second part of sprint planning is a technical exercise in which SCC discusses and creates tasks for each story to outline the activities needed to complete each story. SCC usually performs the technical activities in the development instance within the timeframes defined by SCC. The Update Sets from SCC's development are implemented on the test/acceptance environments for Customer.

The Project Manager reviews the sprints and documented project, including any changes in scope or size of the work executed during the Create stage and the work completed by the delivery team. The summary of the planning is documented and reviewed with the Customer Project Manager. This should reflect the products in scope and a comparison to the original scope outlined, and the estimated timeline against the desired work assigned to the release(s). Any recommended changes in scope will be clearly stated.

The Project Manager and Customer Project Manager jointly present the Create Stage Summary Presentation to the Customer Executive Sponsor. The purpose is to review the outcome of the data configuration work and sprint outcomes, and gain agreement on the completion of the Create stage. If there are recommended changes in scope as a result of the configurations and feedback from the Customer Process Owner(s), the Customer Executive Sponsor should either agree to starting the Change Order process or decide what changes in scope will result in the most business value with the resources available.

4.3.2 Blocking a Story

In some cases, clarification from the Customer Process Owner(s), as well as from other supporting roles such as the Customer Infrastructure Security team or Customer Subject Matter Experts may be required. If clarification is not quickly provided or if there are dependencies that prevent proceeding with the work, then the story is blocked. This raises the item as a roadblock for the Project Manager and/or Customer Project Manager to assist in resolution. A story may be blocked while in any state.

4.3.3 New Requirements – New Stories

As features are configured and demonstrated at sprint review meetings, it is common for new requirements to be identified. This can happen at any time during the engagement, and all such requirements should be created as new stories related to the appropriate product – referred to as the product backlog. These new requirements are not included within the scope of this project, Change Requests can be made and priced to change the project to include in this phase, if required.

4.3.4 Testing

The Customer is required to assign a Quality Assurance team, who attend the sprint review meetings and have an understanding of the functionality configured by the delivery team. They use the story descriptions and acceptance testing to build scenario-based and role-based test cases. Test cases should represent the flow of work as executed in the configured ServiceNow ITSM platform to ensure the individual requirements have been delivered in a manner that supports the expected business outcome and use cases. The Customer Quality Assurance team and Customer Project Manager should schedule testing, ensure adequate testers, facilities, and support staff are available, and that the testing procedures are communicated ahead of time.

4.4 Stage 4: Transition

The purpose of the transition stage is to manage the shift from ServiceNow ITSM configuration to testing and go-live and prepare the customer for ongoing production operation and support.

The transition stage begins when the last scheduled sprint in the release has completed and concludes at the end of the post go-live support period.

4.4.1 User Acceptance Testing (UAT)

The Customer Quality Assurance team leads a small group of representative users through work scenarios using the newly configured ServiceNow ITSM platform as User Acceptance Testing (UAT). UAT test cases should provide testers a definition of the role being tested, often with test user accounts, to confirm the expected role permissions. Each test case covers multiple individual stories and takes the test through processes and procedures that represent the typical work to be performed. SCC can be asked to assist in the creation of test cases and guidance throughout the UAT cycle.

An outcome of UAT may be new requirements or improvements to the platform that are beyond the defined acceptance criteria and original design of the solution. These should be captured as enhancements in the ServiceNow ITSM platform so each one can be reviewed, and a decision made by the Customer Process Owner(s) if it should be implemented in a future release. If an enhancement is identified that the Customer Process Owner(s) feels must be in place prior to the current release moving to production, the Customer Executive Sponsor should decide to postpone the go-live and possibly initiate the Change Order process.

If defects are identified (functionality not working as designed per the acceptance criteria) they are reported and reviewed by the Customer Process Owner(s) and SCC technical consultant to confirm they are truly defects and not additional enhancements. For defects, which are determined to be enhancements, a new enhancement is created, and the reported defect is cancelled. The Customer Process Owner(s) should prioritise the reported defects that are validated, and those determined to be critical should immediately be represented by a new and related story.

The Project Manager will create a sprint for UAT remediation with a start and end date that supports the go-live schedule. Critical stories created from validated defects are immediately placed in the UAT remediation sprint and work by SCC consultants begins. SCC continues to add details and estimates to the stories, while the Customer Process Owner(s) continues to rank the stories.

The Project Manager will use a Go-Live Checklist to review pre go-live activities and ensure they are completed or acknowledged as not needed.

4.5 Stage 5: Close

The purpose of the close stage is to review the overall engagement with the customer and close the current engagement. The close stage begins at the end of an engagement post go-live support period.

The Project Manager completes and submits a final status report and include an executive summary of the overall engagement solution delivered:

- Open Requests, Incidents, Problems, and Changes for the customer
- Open Risks and Issues
- Engagement Decisions and Project Changes
- Engagement actual financials compared to the estimates.

4.6 Technical Skills

The following roles are from resources from SCC's dedicated ServiceNow practice.

Roles	Role Description
Technical Consultant	Key Activities: - Assist in requirements capture (attend customer workshops, document requirements as Stories etc) - Technical Story design - Implementation of Stories (ServiceNow configuration and customisation via business rules, client scripts etc, data uploads/transforms, configure reports/dashboards etc). - Unit testing of Story developments (peer review/testing) - Documentation of designs - Customisation of SCC ServiceNow training decks to incorporate customisations - Defect/Enhancements - UAT support (guidance only) - Go-live support - Project administration (occasional i.e. small projects, e.g. weekly status report).
Service Management Consultant	Key Activities: - Lead workshops to present ServiceNow process areas, including product demos. - Facilitate requirements capture (business alignment) - Challenge customer requirements - Provide best practice advice - Story authoring and validation/quality control - Customer liaison and advocacy - System testing (post-Sprint) - UAT support (guidance only) - "Train-the-trainer" training and knowledge transfer - Overall project engagement and quality control - Contributes to best practice process management - Assists in the generation of project collateral (slide decks, data gathering spreadsheets etc). - Scrum Master - Project administration (occasional i.e. small projects, e.g. weekly status report).

Solution Architect	Key Activities: - Trusted advisor building relationship with customer through the presales and delivery stages, and beyond - Defines workshops & agendas within the SoW - Attends requirements workshops in an advisory capacity - Project oversight (primarily workshops) and project touch points with customer to confirm we are aligned with the business needs. - Optional ad-hoc paid consultancy activities (e.g. Fitness Check, CMDB design, workshops etc) - System testing (post-Sprint) - possibly as FOC
Project Manager	Key activities: - Project administration (e.g., weekly status report) - part time activity (0.5-to-1 day per week) - could be done by senior consultant on the team for smaller projects. - Planning, Risk Mgmt, Task Management (Team coordination) for larger projects
Technical Architect	Key Activities: - Provide domain-specific expertise e.g. Discovery, Service Mapping, APIs etc. - Technical oversight on certain projects (policy on which projects to be agreed). - Story review and QA - Assistance with complex technical requirements e.g. advise on and design integrations, custom application development etc. - Document and encourage/enforce technical best practices
Senior Developer	Activities: - Development for complex customisation requirements (e.g., requiring a non-trivial Javascript or Angular etc approach) - Custom application development - Integration development (APIs etc)
Developer	As above, but for simpler requirements.

For the purpose of any future engagement SCC will work within the SFIA guidelines and allocate resources from the above against the aligned rates and responsibilities agreed therein.

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